

For use at DCI's Retreat 18-19 May 1979:

1. Manning and resource levels of DDA Offices plotted against some measure of their productivity for the past five years.
2. Examples of new missions assigned, assumed or inherited by DDA Offices during the past five years with no increase in resources.
3. Examples of problems identified in audit and task force studies which require additional resources to solve - but no resources were available or provided.
4. List of specific current R&D projects that are being pursued by S&T at the request of DDA Offices.
5. Examples of vital/critical programs that cannot be pursued because of constrained resources.

NOTE: I don't want people working overtime to assemble ~~in~~ info - I want factual info that is readily available.

DD/A Registry  
File [redacted]

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Information Requested for Use by A/DDA at  
DCI Retreat - 18-19 May 1979

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DD/A 79-1302/6

[redacted]  
Executive Officer/DDA

16 May 1979

OFFICE DIRECTORS

and ISAS

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As you are aware, [redacted] is going to the DCI Retreat with Agency senior managers this Friday and Saturday. He feels an issue that is likely to rise is the size of the DDA, particularly in view of certain reductions being taken elsewhere in the Agency. In order to be prepared for such a discussion he asked that information along the lines of the attached be provided. As indicated, he does not want a big production made in providing this info, but feels that he needs some factual information to back up his position.

Danny leaves for the retreat at 1600 hours Friday afternoon, therefore what information you have to provide should be here by Noon on Friday or shortly thereafter.

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[redacted]

cc: All Office Directors  
& ISAS

EO/DDA;se 16 May 79

Distribution:

- 1 - Ea OD and ISAS
- 1 - DDA Chrono
- ✓ 1 - DDA Subject
- 1 - RFZ Chrono

A-1, Question No. 2: Productivity Measurements

LOGISTICS

Productivity measurements for most Office of Logistics functions are difficult to establish, since, for the most part, the activity reflects professional management. The key exception is the printing and photography operation. Through the use of the Management Information System, P&PD is establishing standards for output related to specific skills. These standards, to be established by position title in FY 1979, will provide a base line for future productivity measurement. These standards are being drawn from such professional associations as the Printing Institute of America and from other information available from production activity in the commercial world. Standards established for individual output will help to identify exceptional areas, both positive and negative, and provide an opportunity for quicker recognition of problem areas and/or recognition of high achievement.

Production improvement by unit is primarily related to new equipment designed to increase productivity. Through the use of the above standard measurements, the requirements for new equipment can be clearly identified and procurement carefully evaluated. Improvements already scheduled in the ETECS operation, automated color photography field, and for new bindery equipment respond to the need for increased productivity.

Standards for productivity measurement in the Printing and Photography Division will be established in the MIS during FY 1979 and fully operational in FY 1980.

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Personnel

Describe productivity measures you will use in 1980 for Communications and other DDA functions and highlight examples of increased productivity.

Productivity

Now ADP systems are providing some manpower economics (3 manyears) in routine repetitive jobs related to locator information and fitness report callup.

The Office has dealt with significant increases in workload without additional manpower:

- 12% increase in applicant interviews
- 148% increase in employment inquiries
- 100% increase in external employment assistance interviews
- 71% increase in internal placement counseling
- 32% increase in number of retirees processed.

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OFFICE OF MEDICAL SERVICES  
CONGRESSIONAL BUDGET FY 1980

Response to Item 3, Attachment A: Provide a narrative description of accomplishments for FY 1978.

During FY 1978, the Office of Medical Services continued to develop and provide a comprehensive, cost effective and professionally current medical program dedicated to the conservation and full utilization of the Agency's human resources.

The continued development of the Computer Assisted Medical Processing System (CAMPs) coupled with automated hematology and spirometry equipment as well as an EKG computer interpretive program results in a very comprehensive medical evaluation and allows for voluntary physical examinations of all employees every two years. The implementation of the Consolidated Physiological Report provides a rapid review of an employee's previous five medical examinations thus eliminating the time consuming task of searching an employee's medical chart for previous positive findings and freeing physician's time to concentrate on problem areas.

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OFFICE OF MEDICAL SERVICES  
CONGRESSIONAL BUDGET FY 1980

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Response to Item 3, Attachment A (continued)

completion of a survey focused upon a Directorate Position - specific Survey.

Office of Medical Services' personnel provided [redacted] and other medical subjects. Throughout the year the Employee Health Education program presented programs on Fitness, Diabetes, Hypertension and other medical subjects and a Program for the Prevention and Treatment of Alcoholism was implemented in the last quarter of FY 1978.

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... incidents, the Center for Counterterrorism

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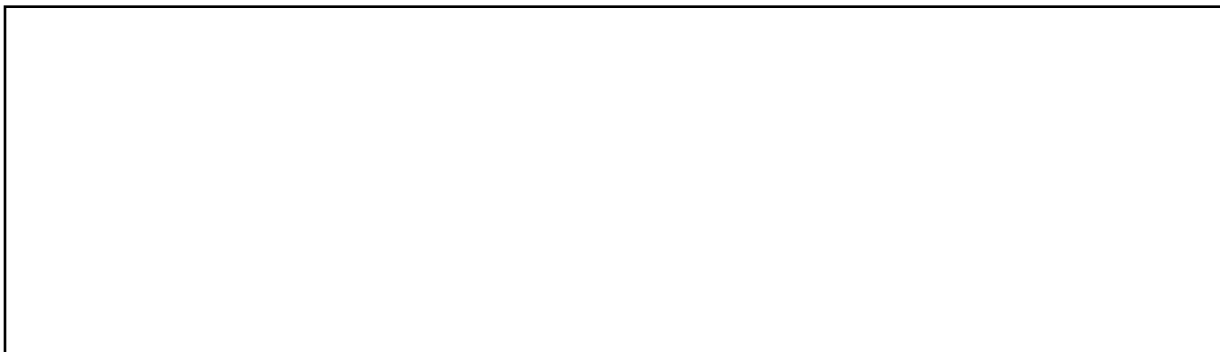
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ATTACHMENT A-1

OFFICE OF DATA PROCESSING

- Describe the productivity measures you will use in 1980 for Communications and other DDA functions and highlight examples of increased productivity.

We will use the same measures for capacity/workload measurement presently in use. These include numbers of concurrent online users served, data base transactions processed, and batch jobs processed; numbers of magnetic tapes and disks mounted, accessed and stored; mean time between failures and mean time to repair for computer equipment; and comparisons between estimated resources for software development versus resources actually used. These measurements revealed that during Fiscal Year 1978 we:



Unfortunately we have no figures for what these improvements mean in terms of increased productivity to our users, but it must obviously allow more work to be performed, and possibly with fewer people.

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SUPPORT MANAGEMENT - 8159 (O/DDA)

FY 1978 ACCOMPLISHMENTS

[ATTACHMENT A (ITEM 3)]

CAREER MANAGEMENT STAFF (CMS)

During FY 1978 the Staff achieved implementation of all aspects of the Uniform Promotion System. This included:

- establishment and publication of minimum annual promotion plans for each Sub-group;
- publication of specific promotion criteria by Sub-group;
- the reconstitution of Directorate boards and panels to recognize the inviolability aspect of the new system;
- establishment of a uniform promotion schedule by grade;
- preparation of a revised schedule for Fitness Reports and comparative evaluations;
- initiation of a Directorate level monitoring mechanism for all DDA promotions.

In addition the Staff

- established a mechanism centralizing career management of secretarial personnel GS-08 and above;
- reviewed Sub-group panels and procedures for career management of all clerical personnel and changed where necessary to ensure equitable treatment for all;
- developed Directorate guidelines for preparation of Fitness Reports for all M careerists;
- completed the FY 1978 APP, Phase I of the FY 1979 APP and the FY 1978 PDP;
- restructured the Directorate's Senior Executive Management Proficiency Program to provide greater flexibility in course selection.

CAREER MANAGEMENT STAFF (Continued)

- Achieved 71 percent SEMP participation during FY 1978.
- Enrolled 55 Directorate managers and supervisors in the Agency's Management for Equality of Opportunity Course, exceeding the EEOP goal by 15.
- Achieved maximum Directorate participation in all middle-level and senior-level Agency-sponsored training programs with special emphasis on the nomination and selection of qualified minority and female employees.

INFORMATION SYSTEMS ANALYSIS STAFF (ISAS)

During FY 1978 the Records Administration Branch organized, directed and supported a massive program to implement the newly approved Agency Records Control Schedules. Phase one of this program requires the review of the approximate 120,000 cubic feet of records held at the Agency's Records Center to determine which records are now, per the new Records Control Schedules, permanent and which are temporary and, if temporary, when they can be destroyed. Phase one, which has required the full-time services of as many as 120 employees at one time, is now approximately 50 percent complete. Phase two, which is scheduled to start as soon as phase one is completed, will require that the same type of review be made for the approximate 130,000 cubic feet of records held in the Headquarters area.

During FY 1978, the Agency's program to meet the E.O. 11652 requirements for the systematic classification review of all permanent records prior to their becoming 30 years of age became fully operational. In the relatively short period of time that significant numbers of reviewers were actually functioning, a total of 402,000 pages of material were reviewed. Of this total approximately 118,000 pages have been declassified.

During the last quarter of FY 1978, ISAS personnel chaired and made other contributions to three of the four task forces formed to handle the implementation of E.O. 12065. Detailed classification guides and

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#### INFORMATION AND PRIVACY STAFF (IPS)

The Information and Privacy Staff is responsible for coordinating the Agency's responses to requests submitted by members of the public under provisions of the Freedom of Information and Privacy Acts, as well as the mandatory classification review provisions of Executive Order 11652. During FY 1978, 4668 requests were logged (FOIA-1791; PA-2429; EO-448) and action was completed on 3450 requests (FOIA-1142; PA-2019; EO-239). During the same period, 161 appeals were received (FOIA-81; PA-73; EO-7) and 91 appeals were unanswered (FOIA-44; PA-45; EO-2).

The Staff implemented an automated logging system during FY 1978. This system, which became fully operational in mid-October 1977, makes it possible to identify cases where responses are long overdue and to pinpoint bottlenecks. Statistical data can be retrieved for the compilation of annual reports to the Congress and for other purposes. In addition, a subject index to the log enables the Staff to identify previous requests which duplicate or are similar to requests newly received, thereby eliminating redundant search and review efforts. Information from this data base is being utilized by the Management and Assessment Staff of the DDA in a systems study of these programs to investigate the feasibility of streamlining procedures.

An active training and orientation program for Agency employees designed to inform them of the details of the programs administered by the Staff and the legal responsibilities of federal employees continued throughout FY 1978. One Agency-wide symposium was sponsored by the Staff, and workshops were conducted under the auspices of the Office of Training approximately once every three months. Moreover, a number of other Agency training courses have regularly included lectures on the Acts. A weekly report on the Staff's activities has been distributed throughout the Agency, and one newsletter was published during the year.

#### EQUAL EMPLOYMENT OPPORTUNITY STAFF (EEO)

Upward Mobility Program - Project AIM: Since the program's inception, nine employees have been selected for assignment to Project AIM upward mobility positions, five in FY 1978. During the year one employee completed the prescribed training and has graduated; three have received promotions; and two have been accepted into new career sub-groups. Over 100 employees have participated in the program, and we feel many have benefited from the testing, interviewing, and counseling received during the selection process. During the first quarter of FY 1979 four additional employees will be assigned to Project AIM positions.

EQUAL EMPLOYMENT OPPORTUNITY STAFF (Continued)

Hiring of Minority Professional/Technical Employees: During FY 1978 the Directorate hired 20 minority professional/technical employees, 14 were Black, six were Hispanic. Through the Minority Employment Coordinator (MEC) system 260 minority applicant files were reviewed for possible hire by components of the Directorate. At the close of FY 1978, 11 additional applicants were cleared or in process for EOD early in FY 1979.

The Directorate has increased its efforts to attract qualified minorities and women to professional and technical careers with the Agency. The EEO Officer and component officers have attended college career awareness activities and participated in national conventions of minority organizations. More direct involvement in the recruiting process is planned for FY 1979.

Full Utilization of Skills and Training (FUST) Program: The first phase of the program, the Employee Skills Inventory is essentially complete. All Directorate components were briefed concerning the objectives and purposes of the program. Approximately [redacted] and below were asked to complete the survey instrument identifying their occupational skills and those specialized skills not now being used in their present positions. To date approximately [redacted] of these approximately 130 have indicated specialized skills not being utilized in their present positions. These individuals, and their claimed underutilized skills, have been identified to the appropriate component heads for clarification and career counseling purposes. Attempts will be made to utilize these specialized skills within the Directorate.

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MANAGEMENT AND ASSESSMENT STAFF (MAS)

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The Management and Assessment Staff continued to provide staff organization, coordination, and support to many of the Directorate's management programs. Among the more significant were the MBO (Management by Objectives) that encompasses the selection and tracking throughout the year of objectives which are of concern to the Directorate; the annual conference of all division chiefs in the Directorate for discussion of mutual concerns and problems; and the end-of-year evaluations of the effectiveness of Directorate operations as perceived by the division chiefs in the eight offices and reported to the Deputy Director for Administration. An innovation in FY 1978 was the establishment of a quarterly review by an executive group, consisting of the Office Directors, of the status of selected ADP application developments and installations.

MANAGEMENT AND ASSESSMENT STAFF (Continued)

In addition to providing editorial support to the Directorate's quarterly magazine (DDA Exchange), MAS additionally compiled and edited a widely-distributed Digest of the Directorate's FY 1978 MBO Program. The year also saw the design and publication of an updated Directorate of Administration Organization and Functions booklet that was distributed throughout the Agency. During this past year the staff also assumed responsibility for preparation of the Directorate's weekly report to the DCI and contribution to the DCI's monthly cable to the Agency's overseas installations.

The Management and Assessment Staff devoted approximately one workyear to a systems review of the organization and procedures followed by the Agency in responding to public inquiries (and appeals) made under the Freedom of Information and Privacy Acts. This major study, that includes a computer-based systems model, for the first time embodies in one document a description and analysis of the total system. This provides a common base of information for senior and mid-level managers to make decisions leading to efficiencies in time and other resources and the basis for planning and making decisions with respect to Agency policy on FOIA and PA matters.